

Office of Financial Management
 Enterprise Data Definitions/Chart of Accounts
 Summary of Unmet Enterprise Information Needs for Human Resources

1.	
Business Process Cycle	Human Resources
Unmet enterprise information need	<p>Dynamic and responsive Payroll and HR data (labor collection and distribution system)</p> <ul style="list-style-type: none"> • Need accurate time and attendance data • Need greater access to existing payroll information • Need bargaining unit information
What are the enterprise business drivers? Why would we do this?	<ul style="list-style-type: none"> • Accurate payroll • Efficient payroll processing • Transparency in government • Compliance with Federal & State requirements • Comprehensive reporting for decision making
What is the business value?	<ul style="list-style-type: none"> • Efficiency in data entry to ensure the payroll information is: <ul style="list-style-type: none"> ○ Entered once but used numerous times ○ Available ○ Accessible • More accurate time reporting will ensure better data • More efficient use of state staff time allows agencies to focus on their core business • Detail data that is readily available in AFRS would allow agencies to make more effective decisions (currently payroll data is summarized) • Accurate data sent to the DOP Business Warehouse promotes accurate reporting • Greater payroll detail helps agencies monitor their budgets • Improved data allows for management of human resources • Knowledge of actual hours worked, not just the amount of leave taken, helps agencies meet federal and state reporting requirements • Enable managers to have access to Business Warehouse data will allow for data driven decisions
Is this value enterprise?	<ul style="list-style-type: none"> • Yes, this is a requirement for any agency that reports time at a detailed level
Potential standard data elements	<ul style="list-style-type: none"> • Personnel ID Number • Position - with attendant definitions, such as vacancy • Wage Types • Bargaining Unit
Roadblocks	<ul style="list-style-type: none"> • Agencies currently do not know the actual hours worked, but only know the amount of leave taken. A positive time reporting system would assist agencies meet compliance

Office of Financial Management
Enterprise Data Definitions/Chart of Accounts
Summary of Unmet Enterprise Information Needs for Human Resources

	<p>requirements for Federal Department of Labor audits</p> <ul style="list-style-type: none">• The current functionality of the existing HRMS system requires data entry numerous times• System processing time is not sufficient• Need the ability to establish business rules related to the different wage types. This will ensure that the correct wage type is captured by each bargaining unit.• Need a specific SSO to distinguish for work time, holiday time, and leave (need for unemployment insurance)• Wage type 1003 includes numerous types of leave – need a new wage type for regular hours• Need the ability to separate out the holiday hours from regular hours (for actual holiday vs. observed holiday)• There is limited accessibility to the data.• Some data, such as vacancy reports, are difficult or impossible to retrieve• Security of the data does not allow the proper individuals to retrieve data• There is no common definition (or consistent use of) vacancy & use of the vacancy button in HRMS
--	---

Office of Financial Management
Enterprise Data Definitions/Chart of Accounts
Summary of Unmet Enterprise Information Needs for Human Resources

2.	
Business Process Cycle	Human Resources
Unmet enterprise information need	<p>Data to calculate composite/weighted labor rate for labor cost distribution</p> <ul style="list-style-type: none"> • Need useful data to calculate rates • Need efficient access to information used in rate calculation
What are the enterprise business drivers? Why would we do this?	<ul style="list-style-type: none"> • Maximize revenue recoveries • Simplify labor allocation process • Efficient payroll processing
What is the business value?	<ul style="list-style-type: none"> • Using a “composite rate” or weighted labor rate for individuals and group of employees makes it easier to apply these costs to grants, and other costing scenarios • Using a composite labor rate for labor cost distribution would ensure general compliance with A-87 • A composite labor rate could eliminate the need for manual adjustments • A benefit load rate could be used to charge benefits to specific departments • A rolling average of specific object codes, by different labor classes would allow allocation of those costs to specific projects, divisions, or to federal grants
Is this value enterprise?	<ul style="list-style-type: none"> • Yes, a consistent system would be useful to any agency needing a composite rate or weighted rate • There may be enterprise value for central service agencies, or larger agencies that receive federal funding
Potential standard data elements	<ul style="list-style-type: none"> • Object Code
Roadblocks	<ul style="list-style-type: none"> • Up until now, many agencies have not had the need to use a composite rate • Some agencies have their own systems for computing composite or weighted labor • We may find that a cost allocation system is a better place to allocate labor costs

Office of Financial Management
 Enterprise Data Definitions/Chart of Accounts
 Summary of Unmet Enterprise Information Needs for Human Resources

3.	
Business Process Cycle	Human Resources
Unmet enterprise information need	Periodic increment date (PID) and rates for specialty pay categories <ul style="list-style-type: none"> • Need HRMS to retain PID when crossing new years • Need HRMS to retain specialty pay rates when crossing new years
What are the enterprise business drivers? Why would we do this?	<ul style="list-style-type: none"> • Compliance with Collective Bargaining Agreements • Avoiding grievances and/or lawsuits • Efficient payroll processing
What is the business value?	<ul style="list-style-type: none"> • Retention of PID and specialty pay rates would eliminate human errors by staff if they did not remember to reenter the PID, or manually input the specialty pay
Is this value enterprise?	<ul style="list-style-type: none"> • Yes, every agency uses the PID
Potential standard data elements	<ul style="list-style-type: none"> • PID • Specialty Pay Rates
Roadblocks	<ul style="list-style-type: none"> • The current functionality of the existing HRMS system manually resets the PID & other data components each year

Office of Financial Management
 Enterprise Data Definitions/Chart of Accounts
 Summary of Unmet Enterprise Information Needs for Human Resources

4.	
Business Process Cycle	Human Resources
Unmet enterprise information need	Specialty pay by geographic location for budget purposes <ul style="list-style-type: none"> • Need ability to track specialty rate pay by geographic location in budget data systems such as BASS
What are the enterprise business drivers? Why would we do this?	<ul style="list-style-type: none"> • Comply with specialty pay rates for bilingual, certifications, hazardous duty, etc. • Comply with geographic pay for certain areas or regions • Efficient payroll processing
What is the business value?	<ul style="list-style-type: none"> • Specialty pay rates that flow from HRMS to other applications can be used by agencies in budgeting, labor negotiations, etc.
Is this value enterprise?	<ul style="list-style-type: none"> • Yes
Potential standard data elements	<ul style="list-style-type: none"> • Specialty pay • Geographic location pay
Roadblocks	<ul style="list-style-type: none"> • The current functionality of the existing HRMS system does not interface these criteria to other applications.

Office of Financial Management
Enterprise Data Definitions/Chart of Accounts
Summary of Unmet Enterprise Information Needs for Human Resources

Additional Participant Comments:

HRMS Issues*:

1. When an employee takes LWOP for more than 15 days, the seniority date for that employee changes. The new seniority date must be changed manually.
2. Many agencies stated that they do not use HRMS standard reports because it takes too many reports to aggregate the necessary data (i.e. the compilation of the 941 IRS report). Agencies with GAP systems prefer to use their own reports.
3. For agencies that have their own time collection systems, reprogramming may be necessary when changes are made to HRMS.
4. There have been numerous Dept. of Labor audits which concluded that WA State calculates O/T incorrectly, inconsistent, and inadequate. A participant stated that WA State is technically out of compliance with FLSA standards (potential lawsuit/grievance @ WSP).
5. HRMS does not fit into the current pay period structure, and agencies would need the ability to re-align work periods with the work week to avoid adjustments. Although this may cause further complications with some agencies.
6. Agency shadow time and attendance systems meet some agencies' needs, but do not allow for an enterprise solution to the problems faced by all agencies. And some of these systems are old, unresponsive, and at risk for failure.
7. Agencies need easy access to data in HRMS via the business warehouse. A huge roadblock occurred for ESD when DOP announced required changes to all BW queries. No input was solicited from ESD on this requirement. Due to difficulty in getting reports from the BW, we chose to retrieve data from an ESD data warehouse and bypass DOP BW entirely.
8. Issue with dates at L&I: We must use the 1st pay date for L&I screen. We then use the pay period date for Credit Union deductions. We use the actual pay date for a W-4 change. Either use the start date, the pay date or pay period date for everything instead of trying to remember a separate date for each item. The same thing applies to Retirement: Always use the last day of pay period with a change or, if the date delimits, use day before & the system adds a day (Training and procedures issue?).
9. Use of retroactive dating in HRMS: If an employee was hired on the 1st, the medical insurance premium is due on the 10th but not paid on the 10th, so a double deduction is made on the 25th. If a retroactive change is made to the start date, the system will look at everything and notice it didn't pay the insurance premium on the 10th, so it will take a deduction again when it was already taken on the 25th.
10. Overpayments: If you make correction in CATS, the system automatically deducts overpayments unless you put in a 3231. But once you get a signed overpayment letter back – if a pay period has gone by and you “trash can” the 3231 – it looks to the accounting side as if the 3231 was entered in error. It is difficult to figure out the exact overpayment by the way the system puts in the codes when the employee repays an overpayment by personal check.
11. Users have to manually track seniority dates for hourly employees. Can't the system simply adjust based on hours worked? All time is recorded and paid out for

Office of Financial Management
Enterprise Data Definitions/Chart of Accounts
Summary of Unmet Enterprise Information Needs for Human Resources

- hourly employees. The same is true for salaried employees. If the system tracks LWOP it should automatically adjust seniority.
12. Some agencies with multiple “personnel areas” in HRMS continue to have training issues when compiling reports regarding those personnel areas.
 13. HRMS does not retain data for employees who worked for the agency once they leave, so we can no longer view them in HRMS.
 14. Positive point: Agencies can easily change coding when there is an organizational change.
 15. The system automatically recovers overpayments in the following period unless there is manual intervention. This is not consistent with bargaining agreements or required due process.
 16. Agencies need HRMS to create a valid “from” date in the garnishment screen for priority purposes as opposed to the system using the start date for deductions.
 17. Other agencies currently have the ability to affect another agency’s data through effective dating, such as taxes.
 18. Leave accrual manual adjustments for LWOP: HRMS assigns leave accrual to the 1st of the following month when it actually should be a different date prior to that.
 19. HRMS needs to add a Role to have access to view payroll information on day four of the payroll cycle for certain users.
 20. Who decides what the “critical” fixes are? Who prioritizes them? Without sitting on a special group, how do agencies know what these future fixes are going to be? Why doesn’t DOP bring in those folks who actually work in the system to help out? It appears to agencies that DOP is a closed door agency which behaves territorially.
 21. Is there a report available from HRMS that is best fit used for auditing purposes? The report we use now is huge, cumbersome and requires a ream of paper to print.
 22. YTD employee data changes when a W2C is created. This information, however, is not updated in HRMS in the W2 data contained for that prior year.
 23. Historical data is compromised regarding the PU19 data.
 24. Programming inadequacies around the L&I rate holiday: Now that the L&I rate holiday is over, any retroactive changes into the period covered by the holiday causes incorrect calculations to medical aid for the employee and the employer.
 25. The system is missing the ability to forecast compression increases needed based on collective bargaining position increases. This information is necessary for requesting funding.
 26. HRMS needs to add out of state taxes withheld to the W-2.
 27. Agencies should be able to establish additional attendance and organizational units without having to request these through DOP.
 28. Does any other agency have to do reports for budget (the payroll related report)? Budget can’t get info from HRMS so payroll budgeters have to solve coding problems instead of focusing on budgeting.
 29. In order for ESD (Employment Security Department) to submit the quarterly UI (Unemployment Insurance) report (and avoid claims and penalties), ESD needs DOP to submit accurate employee information pertaining to:
 - a. Covered employees (UI covered positions versus UI exempt positions)
 - b. Accurate and complete wages and hours reported each quarter

Office of Financial Management
Enterprise Data Definitions/Chart of Accounts
Summary of Unmet Enterprise Information Needs for Human Resources

**HRMS issues will be forwarded to the Roadmap Program Office for review*

Other Comments:

1. Due to a lack of common definitions for position classifications such as “permanent”, Higher Ed institutions have difficulty reporting FTEs for its Faculty.
2. According to the WSDOT Performance Audit, labor collection and/or time sheets are necessary for all staff (from WSDOT Performance Audit).
3. Some agencies would benefit from having 26 pay periods, but agencies should have the choice to use alternative pay cycles to meet their business needs. (WSDOT Performance Audit).
4. I’d suggest inviting Julia Graham from DOP to a future meeting. Julia is responsible for generating the HR Management report for GMAP. She is also responsible for generating a recent high-level Governing Magazine article. She is very familiar with the issues around defining common data elements for HR measures, especially around performance measurement.
5. Why doesn’t the state go to hourly vs. monthly salaries for all state employees? This could be a problem with exempt/ WMS? But it may correct the O/T issues we are experiencing in months with different work hours. It also appears the state could solve a lot of issues if we did not have any bargaining units. There are states that do not allow them.
6. There is a BASS shortfall in the area of geographic pay increases.
7. For the collective bargaining lump sum payments the state has made, the related overtime was not funded.